* **MAKING EFFECTIVE DECISIONS**  
  Making the right decisions in areas where one has control, and submitting sound recommendations when requested by one’s supervisor are actions that managers can take to increase their chances of success and career advancement. Situational Leadership® provides a simple and logical framework with four basic decision making styles—authoritative, consultative, facilitative, and delegative.
  + **Authoritative** decision making applies in situations where the manager has the necessary experience and information to reach a conclusion and followers do not possess the ability, willingness, or confidence to help. This style requires directive leader behavior.
  + **Consultative** decision making is used when the manager recognizes that the followers possess some experience or knowledge of the subject and are willing, but not yet able to help. With this style the manager asks followers for their assistance in reaching a decision, after which, the manager makes the final decision.
  + **Facilitative** decision making is a cooperative effort in which manager and followers work together to reach a shared decision. The implication is that the followers are capable of sharing the authority to decide what should be done.
  + **Delegative** decision making is used with followers high in performance readiness (R4) who have the experience and information needed to make an accurate decision or recommendation. Managers who are appropriately using this style of decision making can expect high level of performance simply by saying: “You know this subject. Work on it and let me know what you come up with.”
* **DECISION MAKING AND LEADER LATITUDE**  
  Keilty, Goldsmith, and Boone adapted the Situational Leadership® Model to a decision making approach that combines the leader’s decision-making latitude with follower readiness. The four degrees of leader decision making latitude are L1 (little to no latitude), L2 (low to moderate latitude), L3 (moderate to high latitude), and L4 (high latitude). The four degrees of decision making readiness are R1 (low), R2 and R3 (moderate), and R4 (high).
* **BUILDING COMMITMENTS**  
  The essential qualities and relationships necessary for successful management can be explained and understood in terms of commitment, which has been found to be a characteristic common to all individuals recognized for managerial excellence. The most effective managers share a fundamentally similar set of five commitments: commitment to the customer, commitment to the organization, commitment to the self, commitment to people, and commitment to task.
  + **COMMITMENT TO THE CUSTOMER**  
    Successful managers strive to provide useful service to customers. Two primary ways in which managers demonstrate strong commitment to the customer are serving the customer and building customer importance.
  + **COMMITMENT TO THE ORGANIZATION**  
    Successful managers project pride in their organization and instill pride in others. There are three ways in which managers demonstrate commitment to the organization: building the organization, supporting higher management, and operating by the basic organizational values.
  + **COMMITMENT TO THE SELF**  
    Commitment to Self focuses on the manager personally meaning presenting strong and positive images of others, act as a positive force in all situations, combine strength with a sense of humility. Three activities demonstrate commitment to self: demonstrating autonomy, building self as a manager, and accepting constructive criticism.
  + **COMMITMENT TO PEOPLE**  
    Successful managers focus on the work team and individual group members and display a dedication to the people who work for them. These managers use the proper leadership style to help individuals succeed in their tasks. Three activities constitute commitment to people: showing positive concern and recognition, giving developmental feedback, and encouraging innovative ideas.
  + **COMMITMENT TO THE TASK**  
    This commitment concentrates on the tasks that need to be done. Managers demonstrate this commitment by providing meaning and relevance to the tasks people perform. Commitment to the task is achieved by: keeping the right focus, keeping it simple, being action-oriented and building task importance.